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THE FA NATIONAL GAME STRATEGY 2008-12

SEASON ONE REPORT

WHAT A DIFFERENCE A SEASON MAKES...

4,212 NEW MINI SOCCER

TEAMS CREATED

62% OF YOUNG PLAYERS IN

FA CHARTER STANDARD CLUBS

1 MILLION CHILDREN

TRAINED THROUGH THE FA

TESCO SKILLS PROGRAMME

1,658 MORE REFEREES

£196M INVESTED THROUGH

FOOTBALL FOUNDATION GRANTS

FOREWORD



When I arrived at The FA, I was really delighted to see The FA investing in a Strategy that our participants and volunteers working in football wanted. There are some far-reaching targets and plans in this Strategy and we have to deliver these for the benefit of football. I am really passionate about The FA delivering on our promise, and we have set in place some thorough tracking methods to ensure we are delivering on what we have promised to you.

It is important that we share our progress with all our stakeholders - with those who help fund and deliver the Strategy, as well as those who see a direct benefit from an improved football environment. We will commit to annually reporting our targets to let you know how we are performing. This publication outlines what we have achieved in 2008-09, and sets out our priorities for the season ahead.

We are now one season into delivering the Respect programme, the no.1 priority emerging from our consultation with 37,000 people involved in the game. We now have a third of our leagues signed up to delivering practical steps to encourage better behaviour on and off the pitch. This has already had a notable effect on our referee recruitment and retention work, with 1,658 more active officials this season. Research has shown that Designated Spectators' Areas are having a positive impact on reducing pressure on our young players. We still have a long way to go to ensure Respect is implemented across the whole game and I can assure you this will continue to be a priority for The FA.

I have been heartened to hear so many anecdotes and stories behind the statistics - these are really important to help frame our future activities. If we can work together to ensure everyone has a more positive experience of football, we will have created a worthwhile legacy for current and future generations.

Ian Watmore
Chief Executive



When we published The FA National Game Strategy, we set out some hard-hitting targets to ensure the best possible environment in which football can be played. It is The FA's role to ensure we provide high-quality coaching for every player, ensure procedures are in place to safeguard youth football and support our 400,000 volunteers, without whom football simply wouldn't happen.

This publication shares the results from the first year of delivery and we are heartened to be on target - in fact ahead of target in many areas. The game continues to grow and the reach of the FA Charter Standard accreditation is having a real impact in youth football. We're also seeing our FA Tesco Skills Programme deliver great returns, with 1 million 5-11 year olds already trained through the scheme. Having said this, we still have a lot to do over the coming months. The men's 11-a-side game is in need of support and new thinking, which we're addressing with more flexible formats and competition at the forefront of our thoughts.

Our 50 County Football Associations (County FAs) have taken on a wider role with regard to the delivery of this Strategy. The FA has increased its investment in personnel, with full-time Referee Development Officers and Welfare Officers now in place.

In the current financial climate, it will be challenging for us to keep attracting further investment into the game, which is why we work very closely with a number of key partners to continue to deliver our £200 million commitment.

We cannot deliver this Strategy in isolation and we will continue to work with you over the coming season. Whatever your role, you have an important part to play and we will support you to ensure we deliver an even better National Game.

Roger Burden
Chairman - FA National Game Board

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61% THINK THE FA IS
POSITIVELY LEADING
GRASSROOTS FOOTBALL

”

OUR VISION FOR GRASSROOTS FOOTBALL 2008-12



The FA announced its National Game Strategy in March 2008, outlining how we would invest £200 million into the grassroots game across the four-year period. We had consulted with over 37,000 people by the time the Strategy was published to ensure this was the 'people's plan'. We want to deliver a better experience for everyone involved in the game and who better than you to tell us how.

You told us you wanted:

- Poor behaviour to referees and young players addressing as your top two priorities.
- A qualified referee for every game
- Improved facilities.
- Skills training for young players
- 1.1m 5-15s wanted to join a club but wanted to know how.
- Equality across football.
- Support at every level, from Conference to Sunday league.
- More direct communication with The FA.

We divided our Strategy into four clear key goals:

- GOAL 1**
To grow and retain participation.
- GOAL 2**
To raise standards and address abusive behaviour.
- GOAL 3**
To develop better players.
- GOAL 4**
To run the game effectively.

Supporting the four goals are two 'key enablers' - a skilled workforce and improved facilities. Underpinning the whole Strategy is a strong marketing and communications plan.

To deliver this Strategy, The FA has put in place a national and regional delivery team focused on delivering 17 key targets to achieve our overall goals. The FA has also invested in the County Football Associations to deliver support where it's most needed - on the ground in your community. The 17 key targets are measured quarterly, locally and nationally, as part of a scoreboard. This allows us to react quickly to areas of concern and understand which areas of the game are the biggest priorities. In this publication we will give updated achievements against these key targets for the first season of delivery and we also explain our focus for 2009-10.



Our commitment

The FA has set out to support participation across all areas of football:

What have we done so far?

- FA Club Links Programme - 3,213 young people have joined a club.
- Inaugural Girls' Football Week' - events across 52 counties.
- 1,178 more girls' youth teams.
- 13 County Disability Leagues established.
- Strategic alliances developed with British Colleges Sport, British Universities and Colleges Sport to increase participation across education.
- Creation of 20 Focus Colleges and Universities - hubs of Football Development.
- Men's 11-a-side recruitment campaign - powerful communication campaign launched to encourage lapsed players to join a local team.

GOAL 1: TO GROW AND RETAIN PARTICIPATION

Sue Jay, teacher at Christ the King School, Knowle, Bristol commented:
 "The 9v9 school club link league is the best thing that has happened to school football. This provides us with a hassle free solution to finding extended safe and fun opportunities for our children to enjoy and achieve. The project will also provide our teachers, teaching assistants, parental volunteers and local young people with necessary training and support to ensure that this activity continues for years to come."

Where has this made a difference?

To combat particular challenges faced in the South Bristol community, Somerset County FA has successfully introduced an innovative solution to help children play local football. A local action group was created involving local schools, Charter Standard Clubs, the Local Authority and the School Sports Partnership. This group worked to create a new 9-a-side school club link league, and has proved inspirational in uniting a previously disjointed community through football.

What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2012 Target | How we rate? |
|-------------------------|----------|-------------|-------------|-------------|--------------|
| Mini-Soccer | 21,800 | 23,961 | 26,012 | 24,000 | Green |
| Boys' youth | 34,300 | 37,571 | 37,147 | 37,730 | Orange |
| Girls' youth | 4,500 | 5,790 | 5,678 | 6,750 | Orange |
| Women's 11-a-side teams | 1,179 | 1,244 | 1,253 | 1,437 | Green |
| Men's 11-a-side teams | 31,315 | 31,556 | 30,689 | 32,000 | Red |
| Male disability | 88 | 200 | 362 | 405 | Green |
| Female disability | 0 | 20 | 22 | 100 | Green |



GOAL 2: TO RAISE STANDARDS AND ADDRESS ABUSIVE BEHAVIOUR

Les Fussey, Chairman of the Hull Boys' Sunday Football League commented:

"I am delighted that the HBSFL are the first in the country to achieve this award which is in recognition of the forward thinking we have tried to bring to soccer in this area. This award is about us achieving high standards in providing safer more enjoyable soccer for boys and girls at the younger age through bringing a much needed emphasis on respect on and off the field. It's also about opening the doors for development opportunities for clubs and teams through the excellent development team at the East Riding County FA who we have to thank for their hard work in helping us achieving this award."

Our commitment
Everyone in football is entitled to enjoy the game in a safe, positive environment.

- What have we done so far?**
- Introduced an FA Respect programme at all levels of football from the professional game to Mini-Soccer.
 - Funded a paid Welfare Officer in 46 County FAs to support safeguarding children measures.
 - 11,500 youth league and club Welfare Officers, CRB-checked, appointed and trained in safeguarding children.
 - Launched a new FA Charter Standard League Award.
 - Reviewed the FA Charter Standard Club programme and relaunched criteria to ensure clubs continue to meet high standards.
 - Two County FAs have achieved the Foundation Level of the National Standards for Equality - Middlesex FA and West Riding FA. Eight others have set up Equality Advisory Groups.

Where has this made a difference?
The Hull Boys' Sunday Football League has been a pioneer in the development of the FA's Charter Standard Programme, becoming the 1st FA Charter Standard League in the country. By working with clubs and volunteers, the boys' league has helped provide a high quality, safe and enjoyable football experience for those involved.



What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2012 Target | How we rate? |
|--|----------|-------------|-------------|--------------|--------------|
| Percentage of Mini-Soccer and youth teams in FA Charter Standard Clubs | 40% | 61% | 62% | 75% | Green |
| Number of FA Charter Standard Community Clubs | 360 | 378 | 418 | 500 | Green |
| Number of leagues delivering The FA Respect programme | 0 | 540 | 570 | 1,700 (100%) | Green |
| Number of FA Charter Standard Leagues | 0 | 50 | 25 | 510 (30%) | Red |

GOAL 3: TO DEVELOP BETTER PLAYERS



Our commitment
The FA is committed to supporting & developing the next generation of talented players.

What have we done so far?

- Extended funding into The FA Skills Programme through increased contributions from Tesco and Sport England.
- Achieved one million children trained through the Skills Programme in August 2009 – one year ahead of schedule.
- Launched The FA Youth Award with nearly 2,000 candidates completing the first module. Launched a second module late in the season.

- Qualified 32,000 coaches at Level 1, 6,000 at Level 2 and 1,100 at Level 3 through The FA's education arm, FA Learning.
- Ran 200 free in-service events through the regional coach team for coaches working in FA Charter Standard Clubs.
- Ran a pilot to explore whether The FA should make a change to its mixed football rule which prohibits girls and boys aged 12 or above playing in the same match. The pilot will continue for a second year.

When skills coach James Burton asked Ade what he thought about the Skills Centre, he said:

“I love it. I love coming here and playing football with new friends.”

James himself is delighted with how the programme is progressing:

“Ade and Ayo are just two of over fifty children who regularly attend The FA Tesco Skills Centre at Platt Lane, Manchester. We are delighted with the effect the centre is having on the surrounding community, particularly to children like Ade and Ayo and long may it continue.”



Where has this made a difference?

A local foster parent brings her adopted refugee boys Ayo and Ado, both aged 6 to the FA Skills Centre at Platt Lane, Moss Side, Manchester. She describes how excited the boys are about attending the sessions, that their understanding of the structure of the week stems from how many more ‘sleeps’ there are until it’s FA Skills Football:

“When I put them to bed every night, they want to know how many more sleeps it is until football again!”



What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2010 Target | How we rate? |
|--|----------|-------------|-------------|-------------|--------------|
| Number of players in The FA Skills Programme | 420,000 | 800,000 | 1,138,795 | 1,670,000 | |

GOAL 4: RUNNING THE GAME

Our commitment

The FA will show strong leadership in its governance of the game.

What have we done so far?

- Invested in 50 County FAs who have developed and delivered against local area plans linked into the overarching strategy.
- Due to the success of the implementation of the match-based discipline at Step 5 and 6, The FA has approved the extension to Step 7 for 2009-10.
- Continued support of leagues in the National League System Steps 1-7 with administration grants topping £650,000.
- Launched a digital communications strategy, including a newly relaunched TheFA.com, three monthly grassroots football e-newsletters and direct targeting through social networking (eg The FA's men's 11-a-side YouTube channel).
- Introduced a joint County FA and FA magazine in 40 areas to communicate with participants and providers. Used England and FA Cup matches to promote grassroots messages.
- Held an annual online survey, testing perception of The FA and County FAs.

Where has this made a difference?

61% of those involved in grassroots football think the FA is positively leading grassroots football.

Source: TNS Soccerscope October 2009.

What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2012 Target | How we rate? |
|---|----------|-------------|-------------|-------------|--------------|
| FA success at developing grassroots football | 37% | 45% | 61% | 75% | |
| County FA success at developing grassroots football | 57% | 62% | 62% | 75% | |



SUPPORTING THE WORKFORCE

Our commitment

The FA and partners are committed to investing in a skilful, diverse workforce to promote, administer and develop the game.

What have we done?

- 32,000 coaches qualified at Level 1.
- 6,000 coaches qualified at Level 2.
- 1,100 coaches qualified at Level 3.
- 2,000 coaches have completed The FA Youth Award.
- Installed a Referee Development Officer in every County FA.
- Each County FA has a Respect Lead Officer and nationally these officers have supported 570 leagues to sign up to Respect as well as offering free referee Respect training sessions.
- Funded a paid Welfare Officer in 46 County FAs to support safeguarding children measures.

Where has this made a difference?

North Riding FA has made great strides against their objective of recruiting and retaining more referees within their community. Through a comprehensive set of measures, including the use of 3 Centres of Referee Development and an enhanced referee coaching scheme for new referees, the county has recruited over 150 entry level referees in the past 12 months, a 22% increase on the previous year.

Matthew Lindley is one of those to benefit from their efforts, having qualified as a Level 7 referee in summer 2008 following a two day course at Teesside Athletic. Matthew has this to say about his experience:

“I have been fortunate enough to participate in some fantastic matches and meet some top officials. In the North Riding we are particularly lucky to have a Referees’ Academy in place. Aimed at officials who are new to the game, the academy provides us with the opportunity for forum based discussion. As well as providing additional training it also gives me the opportunity to talk to other referees, who like me, are just starting out - encountering similar complications and yet tackling them in different and sometimes better ways.

Another vital asset to new referees is the coaching/mentoring programme through which an experienced official provides personal guidance and support for one or two less experienced colleagues.

With such a sense of camaraderie and community, refereeing is a pleasure. There has for me, been many highlights; cup finals, games in premier league stadiums, fantastic hospitality and of course top class, fast paced football!

What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2012 Target | How we rate? |
|---|----------|-------------|-------------|-------------|--|
| Number of registered and active male referees | 21,876 | 23,767 | 23,517 | 29,476 | |
| Number of registered and active female referees | 649 | 749 | 666 | 1,049 | |

BETTER FACILITIES



Our commitment

We must improve the quality, quantity and accessibility of training and playing facilities.

What have we done so far?

- Year 1 investment of over £57m of Football Foundation grants in 162 projects worth £191m total project cost
- Year 1 investment of a further £1.2m of Football Foundation small grants (under £20,000) in grassroots projects worth £4.7m total project cost.
- On target for £300m total expenditure across 2008-2012.
- 40 artificial grass pitches (AGP) supported through Football Foundation grants.

Where has this made a difference?

Bishops Lydeard AFC is an FA Charter Standard Community Club located in a rural village in West Somerset. The club was awarded Football Foundation funding of £430,357 in March 2008 to develop new facilities and become a sporting hub in the community. Part of the money awarded came from the Sport England Community Club Development Programme Fund.

As a result of this and funding from Somerset County Council, Taunton Deane Borough Council, Bishops Lydeard Parish Council and other benefactors the club has seen the redevelopment of their facility to include:

- Four dual-gender team changing rooms with showers.
- Two match officials changing rooms.
- Male, female and wheelchair accessible toilets.
- Medical room.
- Ramped access.
- Clubroom with kitchen.

The momentum generated by the new facility is being harnessed by the club and is focused on developing extended relationships into the village and surrounding neighbouring community to deliver sport opportunities to an increasingly wide spectrum of the community. Plans are already under way to enable a Disability Football section which will be fully inclusive and provide pathways to the emerging County Disability Football structure, national disability football squads and Ability counts Pan-Disability Football League.

Club Chairman Peter Durman commented:

“It continues to take my breath away when I see so many young people involved so passionately in sport. We are a community club and this new facility will give us a long-awaited and much-needed home allowing us to take the next step in our plans to develop football and other sports in our community. The club motto is ‘Passion and Pride’ which we have in abundance throughout the club and we appreciate the support of The Football Association, Football Foundation and other partners in this project to whom we are all sincerely grateful.”

HOME TEAM

What have we achieved?

| Target Area | Baseline | 2009 Target | 2009 Actual | 2012 Target | How we rate? |
|---|----------|-------------|-------------|-------------|--------------|
| Total project costs approved by the Football Foundation | 0 | £75m | £196m | £300m | |

The 2008/09 actual reflects 'Total Project Costs' from January 2008 through June 2009.

GOAL 1:

To grow and retain participation

- £5 million Whole Sport Plan investment in player retention.
- Player recruitment campaign leveraging England's participation in the 2010 World Cup.
- Delivery of higher and further education football plans.
- Creation of 20 Disability Centres of Excellence and 26 County Disability Leagues.

GOAL 2:

To raise standards and address abusive behaviour

- Increase support for the FA Respect Programme.
- Ongoing review and improvement of The FA Charter Standard Club programme.
- Work with leagues who have committed to achieving The FA Charter Standard League award.
- Launch Club and League services.
- Deliver a training programme for league volunteers.
- Ensure more effective reporting and management of safeguarding cases, and pilot information sharing - developing closer working partnership in managing cases between The FA and CFAs

GOAL 3:

To develop better players

- Secure funding to maintain and potentially expand The FA Tesco Skills Programme. Continue with coach education plan and age appropriate course programme.

GOAL 4:

To run the game effectively

- The FA is testing to see if match-based discipline can be extended outside of the National League System, by running a pilot in five Leagues (four Saturday leagues and one Sunday League) in 2009-10.
- Extend the National Game communications plan by improving TheFA.com content and maximising the reach of e-newsletters to stakeholder groups.
- Provide an annual report on performance and implement a media plan to communicate progress.

ENABLER ONE:

Workforce

- Recruit 3,753 new male and female referees
- Training, development and mentoring of existing referees.
- Expand the Get into Refereeing marketing campaign.
- Introduce an FA Licensed coaches programme through FA Learning to continue to develop our coaches.
- Focus on identifying volunteers from diverse backgrounds.
- Deliver targets in the coaching strategy to increase the number of coaches at all levels from minority ethnic and emerging communities.

ENABLER TWO:

Facilities

- Expand the Facilities and Investment team to make a greater impact on grassroots facilities
- Work closely with the Football Foundation to ensure that the highest priority facility needs are addressed wherever possible.
- Support the work of Sport England and other agencies in protecting playing fields.
- Ensure the delivery of capital investment secured through The FA's Whole Sport Plan.
- Work closely with County FAs to support county facility plans.
- Work closely with leagues and clubs to create sustainable facility plans capable of supporting retention and growth.

WHERE DO WE GO FROM HERE?

THANK YOU TO OUR PARTNERS

Without the support of a range of funding and delivery partners, The FA would not be able to commit to delivering our FA National Game Strategy and £200 million of investment into the grassroots game. Our partners' support has been invaluable in the first season of delivering the Strategy and we look forward to continuing to work with them.

Sport England has a four-year funding cycle and recently agreed an **£86m** investment in football, including **£60m** to the Football Foundation. Sport England's aim is to get one million more people physically active through sport by 2013 as well as importantly retaining current playing levels. Sport England will specifically invest in a retention programme for adult players, the women's and disability pathways, and will commit £6 million to The FA Tesco Skills Programme. Sport England has also committed to ongoing funding of the Football Foundation during this period.

Football Foundation is a charity co-funded by The FA, the government (via Sport England) and the Premier League at £15m each per season. The Football Foundation has various grant schemes available to football from free kits for new teams to multi-million pound facility projects.

County FAs

The 50 County Football Associations are the key delivery partners for The FA National Game Strategy. Each County FA submits their own annual plans for how they will achieve local targets, which culminate in hitting the national Strategy target. The FA funds against these targets and invests in personnel to deliver the Strategy.

Broadcast and commercial partners

Income from our broadcast partners ITV and Sky Sports, plus our commercial partners allows The FA to fund this Strategy. In particular we have 7 commercial partners who invest directly to support National Game programmes.

McDonald's is The FA's Community Partner, supporting our education arm, FA Learning, and its training and support of coaches, volunteers and administrators. McDonald's supports our FA Charter Standard programme, Mini-Soccer and young volunteer schemes.

Tesco funds 90 full-time coaches who deliver The FA Tesco Skills Programme, with over one million 5-11s having received the best-possible skills coaching in the first two years of launching the scheme.

UMBRO supports The FA's work in Small-Sided Football, specifically in developing participation in Futsal and also the FA UMBRO Fives competition.

Carlsberg supports both men's football and referee recruitment. Carlsberg is supporting a national referee recruitment and retention drive this season.

Nationwide Building Society supports The FA's work to provide opportunities for players with a disability. This includes supporting the seven international disability teams, but also encouraging clubs to set-up teams.

E.ON backs The FA's school football programme, including our work with Focus Schools and the School-Club Link programme.

New to the programme for 2010 is **Mars**, who will support The FA's player recruitment and retention campaign for men's 11-a-side football.

